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INTELLIGENCE RESEARCH PROGRAM

1. A program of directed research should be designed on the following bases:
 - a. A master comparative chronology, which itself would be constructed on the keynote of simplicity.
 - b. A list of problems or "titles", which is moderate and realistic in size and scope.
 - c. Analysis of major problems into smaller, specific problems, the research on which would not overburden or strain the unit.
 - d. Formulation of specific hypotheses and their analysis into historically verifiable propositions. Assembly and analysis of evidence, and analysis of subsequent events, for upholding or refutation of hypotheses.
 - e. Case studies: detailed studies, from all relevant points of view, of particular events, episodes, sequences of events. Analytic and historical monographs.
2. Emphasis in research design should be on (a) analysis of problems into small and manageable component problems within the capability of our shops; and (b) problems amenable to empirical or historical test. In the philosophy of science (elaborated most highly in logical positivism) questions amenable to empirical test are called "operational"; all other questions are designated "metaphysical". We must avoid so-called "metaphysical" questions. (c) Problems would be either major questions of Soviet policy and intentions, or analytic components of such major problems; they could be reconstruction, trend analysis or description problems.
3. Papers produced in this program would be circulated internally for criticism and coordination. All personnel would thus be brought to think about the same problems, important omissions would be discovered, discussion and mutual assistance would be stimulated, all persons would be jointly educated in some important respect. After internal coordination, the papers probably should be coordinated in the Divisions. They would then be issued as Strategy Staff working papers.
4. It might be possible, from time to time, to get parts of the research work done in the Divisions or in [redacted]. Also, the Departmental contributions to ONE estimates could provide valuable detailed research results.

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5. The question may pertinently be asked: Is such directed research necessary? Should not a trained and competent analyst identify problems, see and analyze emerging trends, put an historical "reconstruction" fragment in its proper place? The answer to this question is both yes and no. Due to varying backgrounds, temperaments, opinions on the what and how of intelligence, one can never get complete identity among analysts. Indeed, whether such identity is even desirable is doubtful; but whether it will ever exist is certain--it will not. Finally, by virtue of area and functional specialization, each analyst must see a different aspect or view of a given problem. In spite of our diversities, however, we must still all work on the same problems, bringing our diverse skills to bear on them. Such is the purpose of directed research.

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